



NASA Procedural Requirements

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COMPLIANCE IS MANDATORY[Printable Format \(PDF\)](#)

Request Notification of Change (NASA Only)

Subject: The NASA Organization w/Change 40 (11/03/2008)**Responsible Office: Associate Administrator**| [TOC](#) | [ChangeLog](#) | [Preface](#) | [Chapter1](#) | [Chapter2](#) | [Chapter3](#) | [Chapter4](#) | [Chapter5](#) | [Chapter6](#) | [Chapter7](#) | [ALL](#)

Chapter 4: Mission Statements And Organizational Charts For Headquarters Offices

4.1 Office of the Administrator

4.1.1 MISSION. This office provides overall leadership, planning, policy direction, management, and coordination for all NASA activities.

4.1.2 RESPONSIBILITIES

4.1.2.1 The Administrator leads the Agency and is accountable to the President for all aspects of the Agency's mission, including establishing and articulating the Agency's vision and strategic priorities and ensuring successful implementation of supporting policies, programs, and performance assessments. The Administrator performs all necessary functions to govern NASA operations and exercises the powers vested in NASA by law.

4.1.2.2 The Deputy Administrator is responsible to the Administrator for providing overall leadership, planning, and policy direction for the Agency. The Deputy Administrator performs the duties and exercises the powers delegated by the Administrator, assists the Administrator in making final Agency decisions, and acts for the Administrator in his or her absence by performing all necessary functions to govern NASA operations and exercise the powers vested in the Agency by law.

The Deputy Administrator articulates the Agency's vision and represents NASA to the Executive Office of the President, Congress, heads of Federal and other appropriate Government agencies, international organizations, and external organizations and communities.

4.1.2.3 The Associate Administrator reports to the Deputy Administrator and the Administrator and is responsible for integrating the technical and programmatic elements of the Agency. The Associate Administrator oversees the Agency's programs through the Mission Directorates, Field Centers, and Headquarters technical mission support offices, to include the Office of Safety and Mission Assurance and the Office of the Chief Engineer.

The Associate Administrator performs the duties and exercises the powers delegated by the Administrator and acts for the Administrator in the absence of the Administrator and Deputy Administrator.

The Associate Administrator oversees the planning, directing, organization, and control of the day-to-day Agency technical and programmatic operations, including establishing controls over Agency activities, providing a means for evaluating mission accomplishments, and correcting deficiencies. In addition, the Associate Administrator provides institutional management, programmatic oversight, and performance evaluation of the Mission Directorates, Field Centers, and Technical Mission Support Offices.

4.1.2.4 The Chief of Staff is responsible for overseeing the implementation of NASA's mission and functional support programs and for coordinating cross-mission programs and activities to ensure that the strategic goals and objectives established by the Administrator and Deputy Administrator are achieved. The Chief of Staff is responsible for the management of initiatives, programs, and policies in critical areas of concern to the Administrator and Deputy Administrator. The Chief of Staff directs the Office of the Administrator.

4.1.3 SPECIAL RELATIONSHIPS

4.1.3.1 The Administrator chairs the Strategic Management Council.

4.1.3.2 The Deputy Administrator chairs the Operations Management Council and is alternate Chair for the Strategic Management Council.

4.1.3.3 The Associate Administrator chairs the Program Management Council.

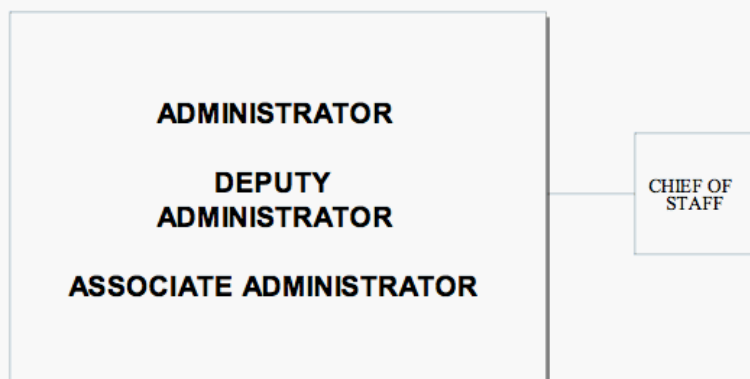
4.1.3.4 The Chief of Staff is the alternate Chair for the Operations Management Council.

4.1.4 LINE OF SUCCESSION: In the following order: Deputy Administrator; Associate Administrator; Chief of Staff. The process for designating an Acting Administrator is set forth at 5 U.S.C. 3345 et. seq.

4.1.4.1 Under Section 202(b) of the Space Act, the Deputy Administrator shall act for, and exercise the powers of the Administrator during his or her absence or disability. In the event that the Office of the Administrator becomes vacant, the Deputy Administrator shall serve as Acting Administrator immediately and automatically upon occurrence of the vacancy up to the appointment of a new Administrator, presidential action under the Vacancies Reform Act, 5 U.S.C. 3345, or the expiration of authority under the Vacancies Reform Act. If both the Offices of the Administrator and Deputy Administrator are vacant, or if the Office of the Administrator is vacant and authority for the Deputy Administrator to serve under the Vacancies Reform Act has expired, no individual can serve as the Acting Administrator without presidential action unless otherwise authorized by law. However, in that event, all authorities of the Administrator that may be legally delegated are delegated to the incumbent official in the following order of precedence: Deputy Administrator; Associate Administrator; Chief of Staff; Center Director for Johnson Space Flight Center; Center Director for Kennedy Space Center; and Center Director for Marshall Space Flight Center. In consultation with the General Counsel, such official exercising authority under this delegation shall also request presidential action for the appointment of an Acting Administrator.

4.1.5 DELEGATION AND REDELEGATION. Except as may be specified in laws, regulations, or directives, OICs and Center Directors have full authority to carry out the responsibilities of their offices, and they may redelegate this authority as deemed appropriate.

Office of the Administrator



4.2 Exploration Systems Mission Directorate

4.2.1 MISSION. The Exploration Systems Mission Directorate (ESMD) is responsible for creating a suite of new capabilities, called Constellation Systems, to enable human exploration. Constellation Systems include a crew exploration vehicle, transportation systems, lunar and planetary body exploration systems, in-space support systems, and ground-based support systems. The ESMD portfolio also includes robotic missions to the Moon and research payloads that use the International Space Station, as well as ground-based experimental facilities.

4.2.2 RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission-area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

4.2.2.1 The Associate Administrator for Exploration Systems Mission Directorate:

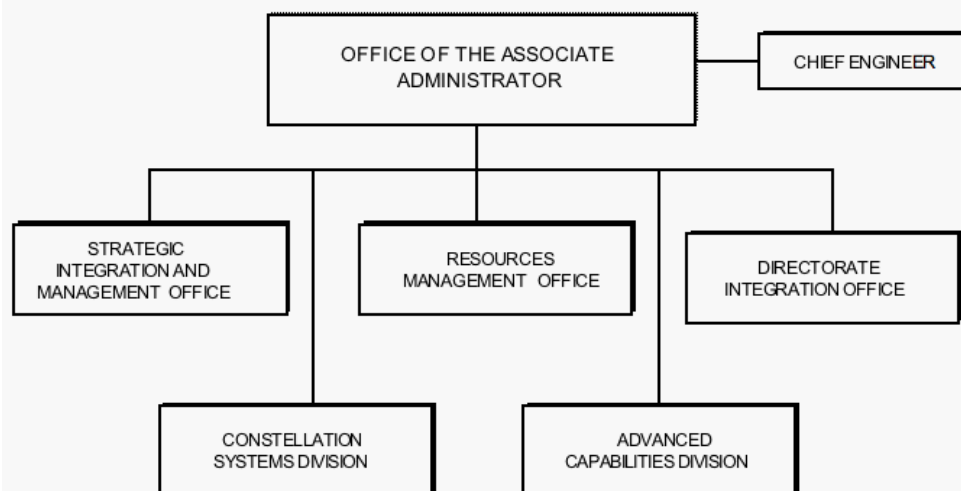
- a. Is responsible for the development of technologies targeted for incorporation within the Constellation Systems.
- b. Oversees mechanisms to promote innovative modes of participation in ESMD programs, such as Centennial Challenges and commercial crew and cargo transportation.
- c. Develops a Mission Directorate Implementation Plan designed to execute the strategic goals/objectives outlined in the NASA Strategic Plan.
- d. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- e. Manages the development of the ESMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- f. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- g. Oversees ESMD reporting as required by Congress, Office of Management and Budget and other external bodies.
- h. Coordinates ESMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- i. Represents NASA and ESMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- j. Coordinates all international partnership arrangements with the Office of External Relations.

4.2.3 SPECIAL RELATIONSHIP

4.2.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.2.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator, Assistant Associate Administrator (Administration), Director of the Directorate Integration Office, Director of the Constellation Systems Division, and Director of the Advanced Capabilities Division.

EXPLORATION SYSTEMS MISSION DIRECTORATE



4.3 Space Operations Mission Directorate

4.3.1 MISSION. The Space Operations Mission Directorate (SOMD) is responsible for NASA space operations related to exploration in and beyond low-Earth orbit with special emphasis on human activities in space. SOMD is responsible for Agency leadership and management of NASA space operations related to launch services, space transportation, space communications and navigation, and rocket propulsion test in support of human and robotic exploration requirements.

4.3.2 RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission-area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

4.3.2.1 The Associate Administrator for Space Operations Mission Directorate:

- a. Provides current operational human exploration activities for the Space Shuttle and International Space Station (ISS) programs.
- b. Manages integrated Agency space communications and navigation requirements as a program, in coordination with other Mission Directorates.
- c. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- d. Manages the development of the SOMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- e. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- f. Oversees SOMD reporting as required by Congress, the Office of Management and Budget, and other external bodies.
- g. Coordinates SOMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.
- h. Represents NASA and SOMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.
- i. Coordinates all international partnership arrangements with the Office of External Relations.

4.3.2.2 Carries out the responsibilities of 4.3.2.1 with regard to the following:

- a. The safe and effective operation of the Space Shuttle and improvements in Space Shuttle capabilities necessary to complete assembly of the ISS.
- b. The development and safe and effective operation of the ISS, including working closely with international partners to define operational concepts and establish operational capabilities.
- c. The acquisition, management, and certification of reliable and cost-effective services from existing and emerging private sector and/or Department of Defense suppliers as necessary to ensure access to space for civil missions including robotic and human space exploration requirements.
- d. The development, acquisition, and management of reliable and cost-effective communications and navigation services to meet NASA and other Government requirements for human and robotic space exploration programs.
- e. The establishment and management of radio telecommunications spectrum utilization in support of all NASA human and robotic space exploration and aeronautics research programs.
- f. The conduct of technology and advanced developmental activities in cooperation and coordination with other Mission Directorates to enhance operational capabilities and cost effectiveness of the space operations program and to develop a basis for future programs.
- g. The management of flight crew health and safety to include: operational research requirements, integration of human systems and environments to include extravehicular and intravehicular activity advanced development, health care delivery and crew protection, and participation of crewmembers in on-orbit research.
- h. The establishment and integration of efficient and cost-effective rocket propulsion testing services.

- i. The development of transition plans for disposition of residual Space Shuttle assets and plans for safe retirement of the Space Shuttle, safe Shuttle termination, integrated efficiencies in the evolution to new space operations architecture, and disposition of residual assets.
 - j. The determination of appropriate SOMD policies, procedures, and relationships to advance the coordination of space operations with ESMD.
- 4.3.2.3 Functional responsibility for flight planning, which entails addressing user space launch requirements and priorities, ensuring compliance with Agency launch services risk mitigation and vehicle assignment policy, and approving official contractual launch dates.

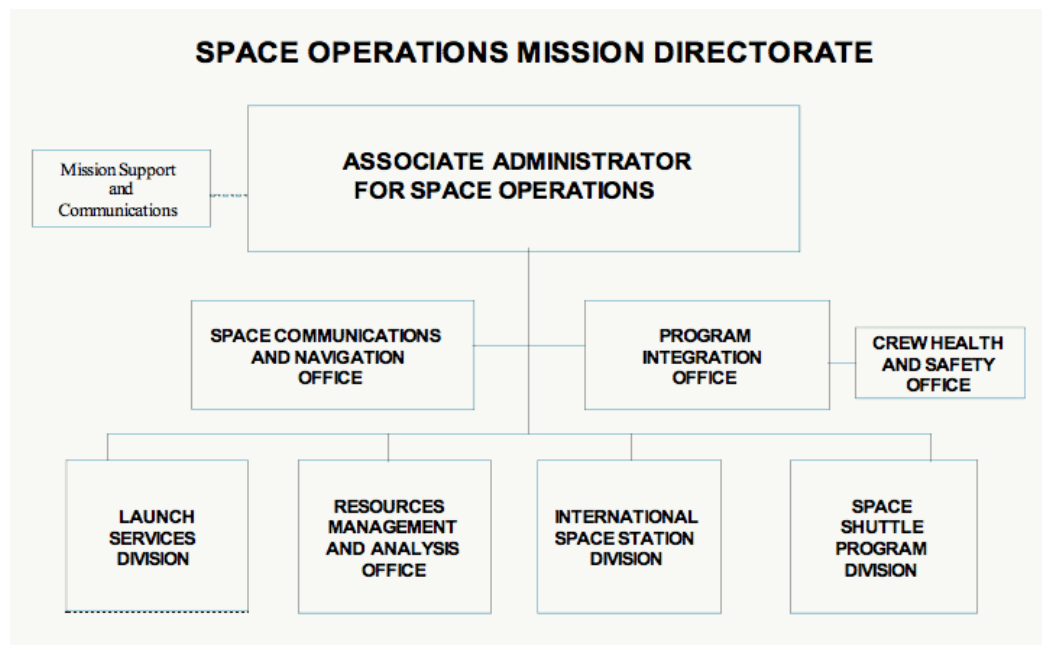
4.3.3 SPECIAL RELATIONSHIPS

4.3.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.3.3.2 The ISS and Space Shuttle program implementation is executed by the Program Managers reporting to the Associate Administrator for SOMD and is performed primarily at JSC, KSC, MSFC, and SSC. The Launch Services Program implementation is executed by the Program Manager reporting to the Headquarters Assistant Associate Administrator for Launch Services and is performed primarily at KSC with support from MSFC, SSC, and other Centers as warranted. The Space Communications and Navigations program implementation is executed by Project Managers reporting to SOMD Program Managers at NASA Headquarters who manage the Space Network, Ground Network, Deep Space Network, and the NASA Integrated Services Network. The work is performed primarily at GSFC, JPL, GRC, and MSFC. Management of these networks is conducted by the Space Communications Board of Directors, which is chaired by the Deputy Associate Administrator for Space Communications and Navigations.

4.3.3.3 Serves as the Agency spectrum manager in accordance with NPD 2570.5D.

4.3.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator for Space Operations, Deputy Associate Administrator for Program Integration, and Deputy Associate Administrator for Space Communications and Navigations.



4.4 Science Mission Directorate

4.4.1 MISSION. The Science Mission Directorate (SMD) carries out the scientific exploration of Earth and space to expand the frontiers of Earth science, heliophysics, planetary science, and astrophysics. Through a variety of robotic observatory and explorer craft and through sponsored research, the Directorate provides virtual human access to the farthest reaches of space and time, as well as practical information about changes on our home planet.

4.4.2 RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission-area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Flight programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

4.4.2.1 The Associate Administrator for the Science Mission Directorate:

- a. Engages the external and internal science community via the National Research Council and science advisory groups to define and prioritize science questions that NASA should pursue in light of its Vision for Space Exploration (VSE) and mission.
- b. Provides scientific results and priorities to enable and help guide NASA's VSE and exploit VSE capabilities for scientific discovery where appropriate.
- c. Develops a Mission Directorate Implementation Plan designed to execute the strategic goals/objectives outlined in the NASA Strategic Plan.
- d. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.
- e. Sponsors research by academia, NASA Centers, other Federal research centers, industry, and others selected through open, competitive solicitations.
- f. Develops and/or leverages advanced technologies to meet science mission requirements and enables new scientific endeavors.
- g. Manages the development of the SMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.
- h. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.
- i. Oversees SMD reporting as required by Congress, the Office of Management and Budget, and other external bodies.

j. Coordinates SMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international participants, and academia.

k. Coordinates all international partnership arrangements with the Office of External Relations.

l. Extends the benefits of NASA science, technology, and information to the Nation through partnerships with other Federal agencies and other organizations relied upon by decision makers and citizens.

m. Represents NASA and SMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning space activities.

n. Ensures that data and information from NASA science missions are openly available and accessible in a timely and affordable manner.

o. Conducts educational and public outreach programs to enhance the Nation's return on its investment in NASA.

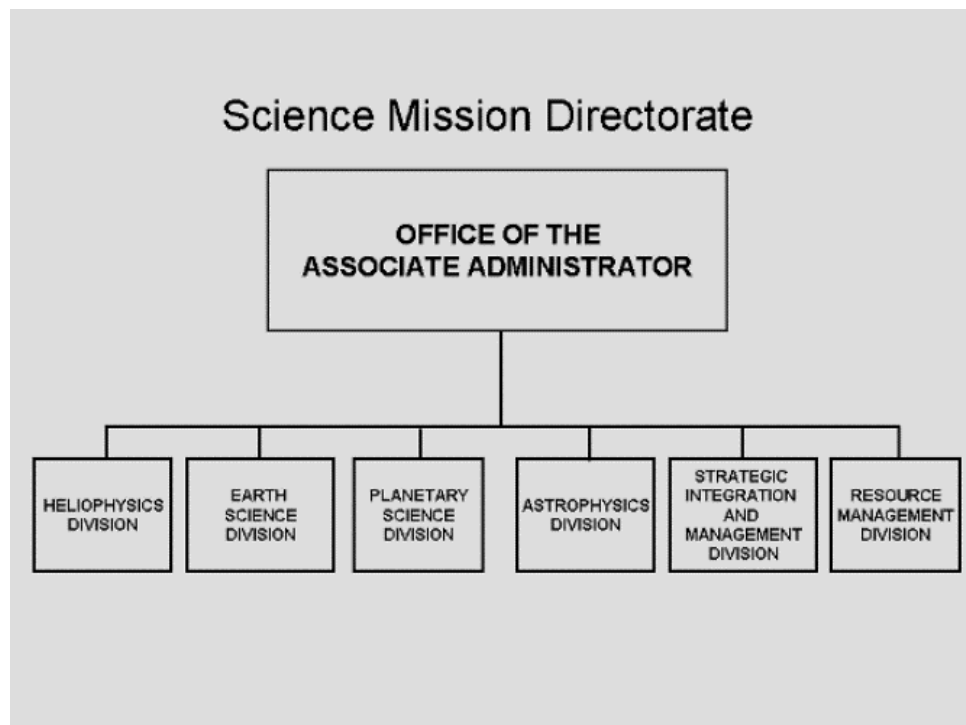
p. Provides overall institutional management, policy programmatic oversight, and performance evaluation for the Directorate.

4.4.3 SPECIAL RELATIONSHIPS

4.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.4.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator, Deputy Associate Administrator for Programs, Deputy Associate Administrator for Management.

Change 27...July 16, 2008



Change 27...July 16, 2008

4.5 Aeronautics Research Mission Directorate

4.5.1 MISSION. The Aeronautics Research Mission Directorate (ARMD) conducts research and technology activities to develop the knowledge, tools, and technologies to support the development of future air and space vehicles and to support the transformation of the Nation's air transportation system. ARMD's programs focus on cutting-edge, fundamental research in traditional aeronautical disciplines, as well as emerging fields with promising applications to aeronautics.

4.5.2 RESPONSIBILITIES. All NASA Mission Directorate Associate Administrators report to the NASA Associate Administrator and are responsible for managing program portfolios at the theme level and setting priorities and strategies for achieving mission-area objectives. As such, they own the budgets, schedules, and top-level requirements for the Agency's programs. Programs and projects are selected by Mission Directorate Associate Administrators and are delegated to the Centers to execute.

4.5.2.1 The Associate Administrator for Aeronautics Research Mission Directorate:

a. Invests in research for the long term in areas that are appropriate to NASA's unique capabilities and that meet NASA's charter of addressing national needs and benefiting the public good.

b. Develops a Mission Directorate Implementation Plan designed to execute the strategic goals/objectives outlined in the NASA Strategic Plan.

c. Oversees the formulation and definition of programmatic requirements, objectives, and performance goals.

d. Manages the development of the ARMD budget to support programmatic requirements and objectives and allocates resources in support of programs and projects.

e. Conducts regular reviews of program and project performance, evaluating the current and projected status against the established requirements, objectives, and performance goals.

f. Oversees ARMD reporting as required by Congress, the Office of Management and Budget, and other external bodies.

g. Coordinates ARMD's planning, policies, and programs with other NASA Mission Directorates, Government agencies, industry, international

participants, and academia.

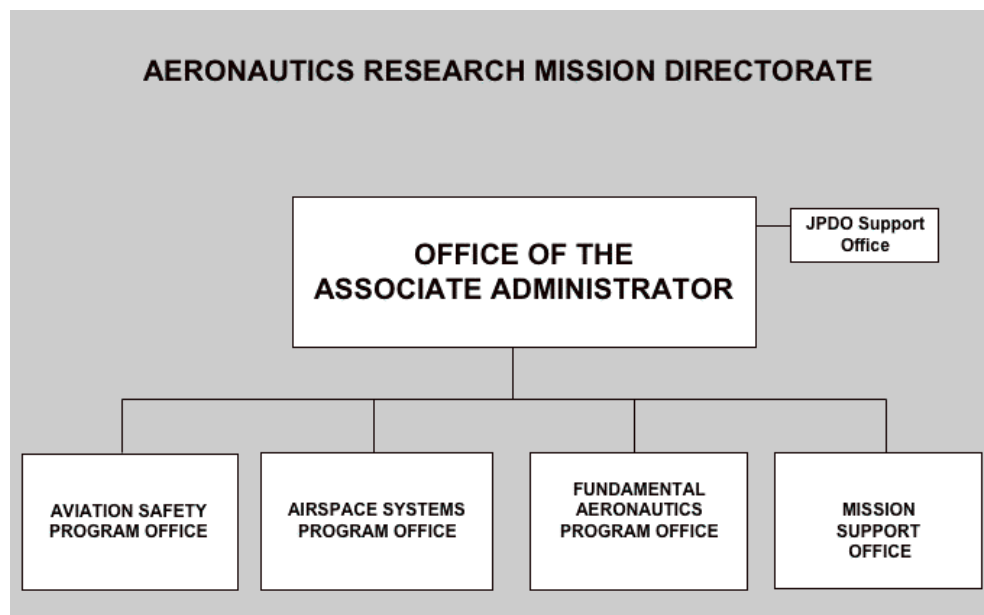
h. Represents NASA and ARMD in promoting and maintaining good public and community relations and providing for the widest practical and appropriate dissemination of information concerning Agency activities.

i. Coordinates all international partnership arrangements with the Office of External Relations.

4.5.3 SPECIAL RELATIONSHIP

4.5.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.5.4 LINE OF SUCCESSION. Deputy Associate Administrator.



Change 18...February 26, 2008

4.6 Office of Safety and Mission Assurance

4.6.1 MISSION. The Office of Safety and Mission Assurance is a mission support office that provides policy direction, functional oversight, and assessment for all Agency safety, reliability, maintainability, and quality engineering and assurance activities and serves as a principal advisory resource for the Administrator and other senior officials on matters pertaining to safety and mission success.

4.6.2 OVERALL RESPONSIBILITIES. The Chief, Safety and Mission Assurance, reports to the Administrator through the Associate Administrator and advises the Administrator on matters related to risk, safety, and mission success.

4.6.2.1 The Chief, Safety and Mission Assurance is responsible for the following:

- a. Develops and implements plans that include the organization's goals, objectives, metrics and actions needed to execute the strategic goals and outcomes in the NASA Strategic Plan.
- b. Manages the sufficiency and effectiveness of the Office functions in order to reduce known institutional risk to safe and successful mission accomplishment.
- c. Provides to each Center Director a written evaluation of the performance of the principal Safety and Mission Assurance (SMA) official which will be attached to each individual's annual performance appraisal.
- d. Concurs with the assignment, promotion, performance appraisal, discipline, and relief of the principal SMA official at each Center.
- e. Confirms the sufficiency (staffing, knowledge, skills, and experiences) of staffing complement established by the Center Director for the Center's SMA office.
- f. Develops strategies, policies, procedures, guidelines, and standards for safety, reliability, maintainability, and quality engineering and assurance (hereinafter abbreviated as SMA requirements).
- g. Ensures the incorporation and fulfillment of SMA requirements established for NASA programs and institutions through the structured application of SMA technical authority.
- h. Verifies the effectiveness of SMA requirements, activities, and processes.
- i. Advises NASA leadership on significant SMA issues including guidance for corrective action.
- j. Oversees and assesses the application and technical excellence of SMA tools, knowledge, techniques, and practices (including risk management as applied to safety and mission success) throughout the program/project life cycle.
- k. Assures that adequate levels of both programmatic and institutional resources are applied to SMA functions.
- l. Oversees the prompt investigation and development of findings and recommendations for NASA mishaps and assures appropriate closure.
- m. Oversees the operation of the NASA Independent Verification and Validation (IV&V) Facility.
- n. Oversees the operation of the NASA Safety Center (NSC).
- o. Advocates and represents the NASA SMA programs and community to other U.S. Government organizations, industry, academia, and international participants.

4.6.2.2 The Chief, Safety and Mission Assurance is authorized to suspend any operation or project activity that presents an unacceptable risk to personnel, property, or mission success and provide guidance for corrective action.

4.6.3 SPECIAL RELATIONSHIPS

4.6.3.1 Serves as a member of NASA's Strategic Management Council, Operations Management Council, and Program Management Council.

4.6.3.2 The Chief, Safety and Mission Assurance establishes program direction and budget as well as supervises the performance of the NASA Safety Center.

4.6.3.3 The Chief, Safety and Mission Assurance establishes program and budget direction and supervises the performance of the NASA IV&V Facility and approves work priorities based on a risk-based assessment of the mission and safety critical software in NASA projects and the advice from the IV&V Board of Advisors.

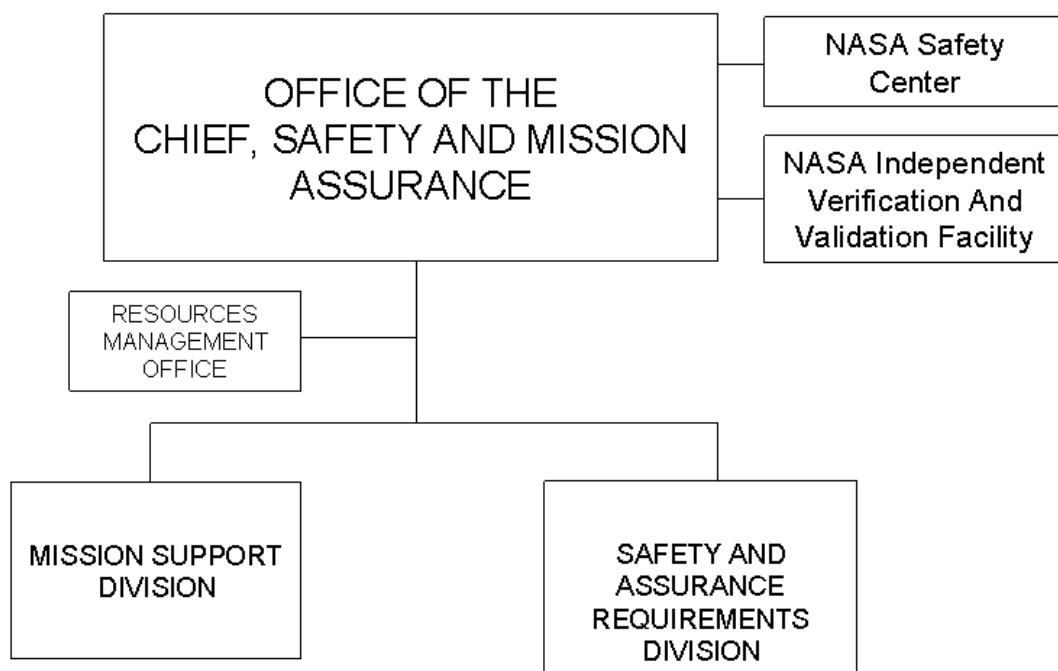
4.6.3.4 The Chief, Safety and Mission Assurance provides safety direction for the NASA Engineering and Safety Center in coordination with the Chief Engineer.

4.6.3.5 The Chief, Safety and Mission Assurance provides policy direction to and oversight of the Chief Safety and Mission Assurance Officers, Center Safety and Mission Assurance Directors, and associated SMA organizations within Mission Directorates and, through them, within programs and projects.

4.6.4 LINE OF SUCCESSION. In the following order: Deputy Chief, Safety and Mission Assurance; Director, Safety and Assurance Requirements Division; Director, Mission Support Division.

Change 34...October 7, 2008

OFFICE OF SAFETY AND MISSION ASSURANCE



Change 34...October 7, 2008

4.7 Office of Program Analysis and Evaluation

4.7.1 MISSION. The Office of Program Analysis and Evaluation (PA&E) is a staff office supporting the Administrator, Deputy Administrator, Associate Administrator, and Chief of Staff. PA&E serves as an independent assessment organization that provides objective, transparent, and multidisciplinary analysis of programs to inform strategic decision making.

4.7.2 RESPONSIBILITIES. The Associate Administrator for Program Analysis and Evaluation reports to the NASA Administrator and is responsible for:

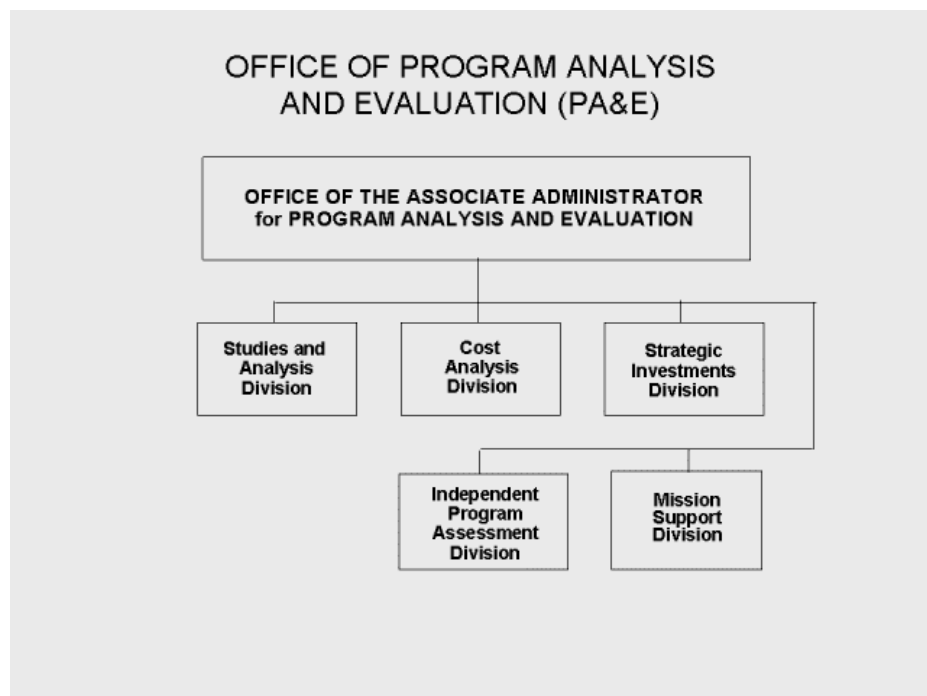
- Integrating NASA's mission, strategic plan, budget, and performance plan to ensure alignment with the VSE, NASA's strategic goals, Agency programs, and institutional requirements.
- Performing studies and assessments of specific issues of strategic importance to the Agency.

- c. Analyzing the technical, programmatic, and institutional investment options available to the Agency in support of Administration policies and congressional legislation.
- d. Evaluating mission-related programs and projects to ensure cost effectiveness, quality, performance, and strategic alignment.
- e. Developing alternatives to resource planning and programming recommended by the Mission Directorates and the Office of Institutions and Management (OI&M), as required, and capturing and publishing all program and policy decisions rendered by the Agency's leadership during program and budget deliberations.
- f. Providing independent cost estimates in support of Agency program approvals and evaluations and establishing standards for cost analysis Agency-wide.
- g. In coordination with the OCFO, ensuring that budget formulation and execution are consistent with the Agency's strategic investment decisions. As such, PA&E will serve as the authoritative source for Agency programmatic and institutional strategic requirements.
- h. Leading the NASA strategic planning process through the development, coordination, and publication of the Agency's strategic plan.
- i. Monitoring changes in U.S. industrial base and domestic capabilities and policies and refining NASA's strategic investment posture, accordingly, to ensure that NASA programs can be implemented with appropriate levels of confidence.
- j. Coordinating annual performance plans and reports in accordance with the Government Performance and Results Act (GPRA) of 1993 (Public Law 103-62), as amended.
- k. Continually assessing NASA's readiness to fulfill its strategic commitments through multiple indicators and mechanisms.
- l. Leading the Agency's efforts to improve management and deliver results in one of the Government-wide pursuits of the President's Management Agenda--Budget and Performance Integration.
- m. Leading the Agency's efforts to improve management and deliver results in one of the Agency-specific pursuits of the President's Management Agenda--R&D Investment Criteria.
- n. Chairing the NASA Interface Committee to Red Planet Capital, Inc.
- o. Providing input to the Mission Support Implementation Plan (MSIP) that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives. Execute the MSIP in alignment and support of the Agency mission and VSE. Manage the MSO functions by reducing institutional risk to missions.
- p. Lead the MSIP process and ensure that it fully enables the Agency mission and VSE, reduces institutional risk to mission, and is tied to the Agency budget process.

4.7.3 SPECIAL RELATIONSHIPS

Serves as a member of and the executive secretary for NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.7.4 LINE OF SUCCESSION. In the following order: Deputy Associate Administrator; Director, Strategic Investments Division; and Director, Studies and Analysis Division.



Change 5...May 10, 2007

4.8 Office of the Chief Financial Officer

4.8.1 MISSION. This Mission Support Office (MSO), established in accordance with the Chief Financial Officer's Act (CFO Act) of 1990 (Public Law 101-576), provides professional leadership for the planning, analysis, justification, control, and reporting of all Agency fiscal resources; for Agency strategic management, planning, and performance measurement; for timely, useful, and accurate financial reporting; and effective financial management internal controls.

4.8.2 RESPONSIBILITIES. The CFO reports to the Administrator and the Deputy Administrator and is responsible for:

- a. Providing for the oversight and financial management of Agency resources relating to programs and operations, ensuring strategic alignment with Agency mission and the Vision for Space Exploration (VSE), including all resources aspects of the planning, programming, and budgeting

process.

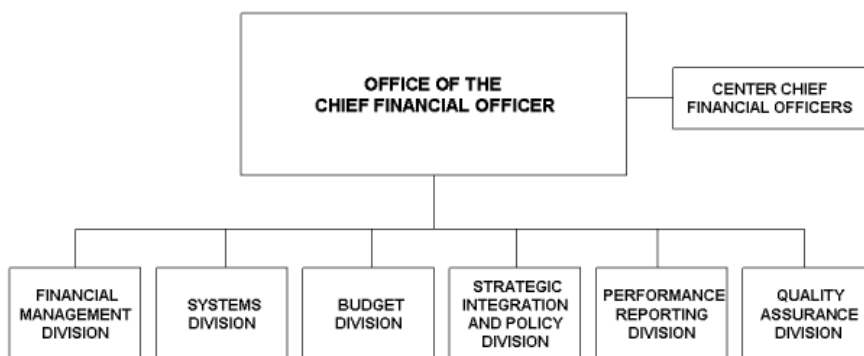
- b. Reviewing, assessing, and validating Agency resources, requirements, and requests on the basis of strategic alignment, priorities, quality, and performance, including recommendations to the Administrator for fiscal resources approvals and authorizations.
- c. Establishing standards for and ensuring performance of economic and costs analyses for Agency assessments of ongoing and proposed programs and program alternatives.
- d. Developing and maintaining an integrated Agency planning, budgeting, and performance reporting, accounting, and financial management system, including financial reporting and financial management internal controls.
- e. Monitoring the financial execution of the Agency budget in relation to actual expenditures, monitoring quality and performance of ongoing financial activities, analyzing ongoing activities to proactively identify potential performance problems, and preparing and submitting timely financial and performance reports to the Administrator.
- f. Preparing and transmitting an annual financial statement and budget information to the Administrator, the Director of the Office of Management and Budget (OMB), the congressional committees of jurisdiction, and other authorities who review NASA's financial matters.
- g. Working with the Comptroller General and administrative officials to facilitate financial management improvements consistent with the CFO Act.
- h. Coordinating the Annual Performance Plan and Performance Report in accordance with the Government Performance and Results Act (GPRA) of 1992 (Public Law 103-62), as amended.
- i. Directing, managing, and providing policy guidance and oversight of the Agency's financial management personnel, activities, and operations, including, with the concurrence of Center Directors, approving the assignment, promotion, discipline, and relief of the principal financial official at each Center, and assessing their performance. Center Directors shall provide a written evaluation of the principal financial official at their Center, which shall be attached to each individual's annual performance appraisal.
- j. In concurrence with Center Directors, determining the appropriate staffing complement for Center financial organizations.
- k. Providing independent cost estimates in support of Agency program approvals and evaluations and establishes standards for cost analysis Agency-wide.
- l. Providing direct financial advice and support to Center Directors and program managers across all NASA operational units.

4.8.3 SPECIAL RELATIONSHIPS.

- a. The CFO serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).
- b. As required by the CFO Act, the CFO is appointed by the President with the advice and consent of the Senate and:
 - (1) Makes recommendations to the Administrator on the selection and appointment of the Deputy CFO, the Director of Budget, the Director of Business Integration, the Director of Financial Management, and the Director of Quality Assurance.
 - (2) Serves as primary interface with the congressional committees, especially appropriations, on issues dealing with budget and financial matters.
- c. The Director of Budget, located in the Office of the CFO, serves as the principal administrative official for Agency funds and resources and directs, monitors, and approves the structure of budget formulation and execution, cost analysis, apportionments, and allotments.

4.8.4 LINE OF SUCCESSION. In the following order: Deputy Chief Financial Officer and Associate Deputy Chief Financial Officer.
Change 8...August 8, 2007

OFFICE OF THE CHIEF FINANCIAL OFFICER



Change 29...September 24, 2008

4.9 Office of the Chief Information Officer

4.9.1 MISSION. The Office of the Chief Information Officer provides leadership, planning, policy direction, and oversight for the management of NASA information and all NASA information technology (IT) in accordance with the responsibilities required by the Clinger-Cohen Act of 1996, the Paperwork Reduction Act of 1995, the E-Government Act of 2002, the Federal Information Security Management Act of 2002, and the Privacy Act of 1974. The Chief Information Officer (CIO) is the principal advisor to the Administrator and other senior officials on matters pertaining to

information technology, the NASA Enterprise Architecture, and IT security.

4.9.2 RESPONSIBILITIES. The CIO reports to the NASA Deputy Administrator and is responsible for:

- a. Defining IT program objectives and top-level requirements and monitoring program performance, as well as effectiveness and efficiency of IT programs and processes.
- b. Developing and overseeing Agency-wide policies, strategies, program, and processes for the management of IT investments and services. Providing for effective governance (i.e. allocation of decision rights) of IT by developing appropriate policies, procedural requirements, standards, and performance measures. The governance structure and processes will include appropriate delegations of responsibility, authority and accountability, and evaluation of performance, aligned with delivering the results required by NASA and applicable laws and regulations.
- c. Ensuring statutory, regulatory, and fiduciary compliance.
- d. Developing, maintaining, and facilitating the implementation of the NASA Enterprise Architecture (EA), which is the framework for ensuring alignment of all NASA IT investments with mission and business needs.
- e. Leading the development and maintenance of the NASA Information Resources Management Strategic Plan and roadmap to guide the Agency's IT programs and align policies, procedures, guidelines, standards, and capabilities with Agency strategy.
- f. Maximizing the value and assessing and managing the risks of the IT plans and investments for NASA through an IT Capital Planning and Investment Control (CPIC) process that is integrated with Agency processes for making budgetary, financial, and program management decisions for all NASA IT.
- g. Serving as advisor to the NASA leadership and management on IT strategic direction, as well as planning, acquisition, and management of information resources.
- h. Managing NASA's IT systems as a joint responsibility with the NASA Centers, Mission Directorates, and Mission Support Offices. The Centers, Mission Directorates, and Mission Support Offices have responsibility for the applications, while the CIO has overarching responsibility for ensuring alignment of those applications with the NASA EA and for all aspects of the IT infrastructure in which those applications reside.
- i. Ensuring appropriate confidentiality, integrity, and availability of all NASA's information assets by establishing and enforcing Agency-wide policies, protocols, and procedures for IT security, records management, and privacy.
- j. Ensuring that NASA's information assets are acquired and managed consistent with Federal legislation, architecture, policies, procedures, and standards, and that the NASA Information Resources Management strategy is in alignment with NASA's Vision for Space Exploration (VSE), mission, and strategic goals.
- k. Identifying IT systems investments that would result in shared benefits or costs for NASA, other Federal agencies, or state and local governments.
- l. Ensuring consistency of approach, including appropriate collaboration, centralization, and/or elimination of duplicative functions, in order to support the most efficient and effective provision of IT services to the Agency as a whole.
- m. Ensuring that the NASA workforce possesses the requisite knowledge and skills in IT and information resources management.
- n. In concurrence with Center Directors, approving the assignment, promotion, discipline, and relief of the principal CIO at each Center, and assessing their performance. Providing a written evaluation of the principal CIO at each Center, which shall be attached to each individual's annual performance appraisal.
- o. In concurrence with Center Directors, determining the appropriate staffing complement for Center CIO offices.
- p. Leading the Agency's efforts to improve management and deliver results in one of the Government-wide pursuits of the President's Management Agenda Expanded Electronic Government. Providing oversight for all Agency E-Government initiatives.
- q. Overseeing reporting as required by Congress, the Office of Management and Budget, and other external bodies.
- r. Providing input to the Crosscutting Strategies for Mission Support (CSMS) that outlines crosscutting management strategies, objectives, and actions needed to support the missions. Executes the CSMS in alignment and support of the Agency mission and VSE. Manages the MSO functions by reducing institutional risk to missions.
- s. Leading the development of an integrated set of goals, objectives, and metrics for the assigned Integrated Product Team (IPT) area (i.e., workforce, infrastructure, finance, management systems, or stakeholder commitment) and documenting this in an annual white paper to be attached to the CSMS. The IPT role includes review and prioritization of individual inputs from the Mission Support Offices (MSO) and working with the MSOs, Mission Directorates, and Centers to ensure alignment of the IPT strategy to Agency goals and objectives.
- t. Leading the Integrated Enterprise Management Program, which is responsible for developing, implementing, and operating Agency-wide business systems.

4.9.3 SPECIAL RELATIONSHIPS

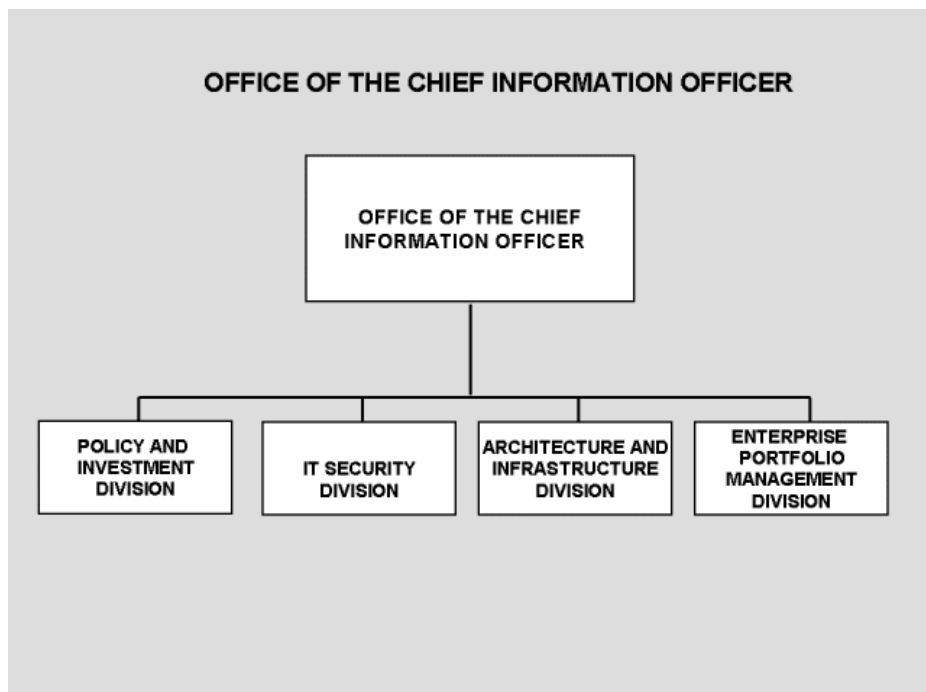
4.9.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.9.3.2 Works in cooperation with the Chief Financial Officer to develop a full and accurate accounting of IT expenditures, related expenses, and results.

4.9.3.3 Works in conjunction with the Office of Security and Program Protection to provide for the certification and accreditation of information systems.

4.9.4 LINE OF SUCCESSION. In the following order: Deputy CIO; Deputy CIO for Information Technology Security; Associate CIO for Architecture and Infrastructure.

Change 20...March 21, 2008



Change 20...March 21, 2008

4.10 Office of the Chief Engineer

4.10.1 MISSION. The Office of the Chief Engineer provides policy direction, oversight, and assessment for NASA engineering and program/project management. It serves as the principal advisor to the Administrator and other senior officials on matters pertaining to technical readiness in execution of NASA programs and projects. Also, it is responsible for Agency-level standards and policies as applied to engineering and program management.

4.10.2 RESPONSIBILITIES

The Chief Engineer reports to the NASA Associate Administrator and is responsible for:

- a. Providing leadership, policy direction, functional oversight, assessment, and coordination for two major, closely related areas:
 - 1) Engineering and related technical disciplines, including systems engineering and technical integration.
 - 2) Program and project management, including earned value management and program integration.
- b. Serving as the principal advisor to the Administrator on matters pertaining to the technical readiness of NASA programs and projects.
- c. Assessing the adequacy, quality, and effectiveness of engineering work and program/project management Agency-wide and recommending or directing improvements in these areas where appropriate.
- d. Coordinating the application of technical resources to support engineering work, including lessons learned, technical standards, trend evaluation, access to technical information, technical support for specific disciplines and problems, and coordination among engineering work groups.
- e. Providing leadership to define the tools, processes, facilities, and engineering resources needed to improve the Agency's technical excellence.
- f. Overseeing of the NASA Engineering and Safety Center (NESC).
- g. Establishing and maintaining Agency-wide processes, technical standards, requirements, and policies for the conduct of discipline-area engineering and systems engineering. This shall include evaluating the implementation by the Centers and program/project management.
- h. Establishing and maintaining the Agency-wide process and requirements for program and project management. This includes maintenance and update of NPR 7120.5, NASA Program and Project Management Processes and Requirements.
- i. Providing leadership of and policy for the Agency's engineering and program/project management training conducted through NASA's Academy of Program, Project, and Engineering Leadership.
- j. Implementing and managing Agency-wide mandatory curriculum for program/project managers, systems engineers, and discipline engineers. This shall include providing and managing mandatory curriculum at NASA Centers. The Office of the Chief Engineer shall work with the Associate Administrator to ensure proper alignment of curriculum with needed competencies for the future of NASA.
- k. Coordinating with the Office of Human Capital Management to ensure that new hiring policies and core competencies are in line with the future technical and program/project management needs for the Agency.
- l. Conducting and integrating periodic and ad hoc programmatic and technical assessments of programs and projects.
- m. Providing leadership and oversight for the Agency's Inventions and Contributions Board.
- n. Providing input to the Mission Support Implementation Plan (MSIP) that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives. Execute the MSIP in alignment and support of the Agency mission and vision. Manage the MSO functions by reducing institutional risk to missions.
- o. Ensuring statutory, regulatory, and fiduciary compliance.
- p. Serving as a liaison to external organizations performing similar functions and stakeholders who establish Government-wide policies and requirements.
- q. Overseeing reporting as required by Congress, the Office of Management and Budget, and other external bodies.

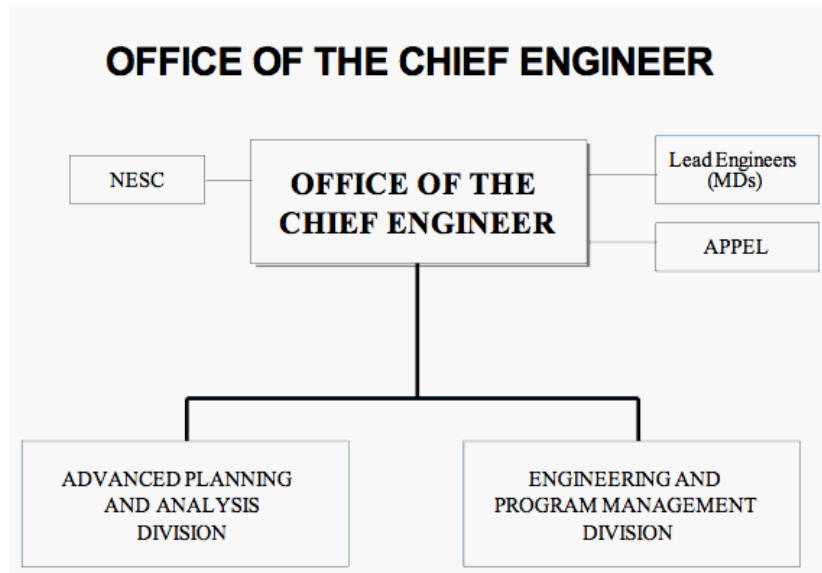
4.10.3 SPECIAL RELATIONSHIPS

4.10.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.10.3.2 In addition, the Chief Engineer provides policy direction to and oversight of the:

- a. Systems Management Offices (SMO) at the Centers and, in conjunction with the Center Directors, assigns review topics for specific SMOs.
- b. Lead Engineers, Engineering Directors, and associated engineering organizations within Mission Directorates and Centers and, through them, within programs and projects.
- c. Engineering Management Board for engineering infrastructure and practices.

4.10.4 LINE OF SUCCESSION. In the following order: Deputy Chief Engineer, Deputy for Management.



4.11 Office of Institutions and Management

4.11.1 MISSION. This Mission Support Office provides effective and efficient institutional support to enable the Agency to successfully accomplish its missions. It focuses on improving processes, stimulating efficiency, and providing consistency and uniformity across institutional capabilities and services.

4.11.2 RESPONSIBILITIES. The Associate Administrator for Institutions and Management reports to the NASA Deputy Administrator and is responsible for:

- a. Overseeing management of the functional areas of the Offices of Diversity and Equal Opportunity, Human Capital Management, Infrastructure and Administration, Internal Controls and Management Systems, Headquarters Operations, Procurement, Security and Program Protection, Small Business Programs, Budget Management and Systems Support, and the NASA Shared Services Center.
- b. Ensuring that NASA Headquarters is provided all the institutional services and products necessary to support effective operations.
- c. Ensuring integration and alignment of mission support activities in support of Agency strategic needs.
- d. Ensuring that personnel competencies and facility capabilities required to meet NASA's strategic needs are identified and provided.
- e. Ensuring statutory, regulatory, and fiduciary compliance.
- f. Achieving consistency of approach to improve functional performance across the Agency.
- g. Monitoring program performance, as well as the effectiveness and efficiency of programs and processes.
- h. Providing an integrated projection of functional activities with associated costs and workload implications for Headquarters and across the Agency.
- i. Managing the Headquarters Corporate Management and Operations budget processes.
- j. Interfacing with the NASA Deputy Administrator, the Associate Administrator, and the Chief of Staff to ensure integration and alignment of mission support activities in support of Agency strategic needs.
- k. Serving as a liaison to external organizations performing similar functions and to stakeholders who establish Government-wide policies and requirements.
- l. Overseeing reporting as required by the Congress, the Office of Management and Budget, and other external bodies.
- m. Assessing individual mission statements for the Functional Offices listed below that report to the Office of Institutions and Management:

4.11.2.1 Diversity and Equal Opportunity.

4.11.2.2 Human Capital Management.

4.11.2.3 Infrastructure and Administration.

4.11.2.4 Internal Controls and Management Systems.

4.11.2.5 Procurement.

4.11.2.6 Security and Program Protection.**4.11.2.7 Small Business Programs.****4.11.2.8 NASA Shared Services Center.****4.11.2.9 Headquarters Operations.****4.11.2.7 Budget Management and Systems Support.**

(The NASA Shared Services Center mission statement is maintained under Chapter 5 (5.11) NASA Shared Services Center because of its role as a Technical Service and Support Center.)

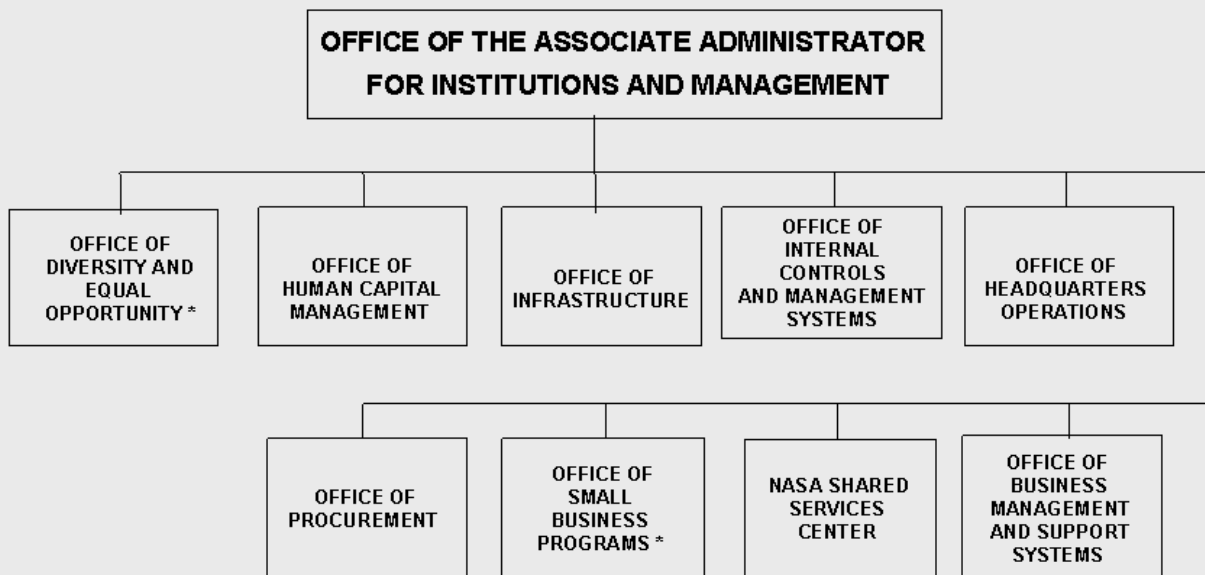
4.11.3 SPECIAL RELATIONSHIPS

The Associate Administrator serves as a member of NASA's Program Management Council and Operations Management Council.

4.11.4 LINE OF SUCCESSION. In the following order: Assistant Administrator for Human Capital Management; Assistant Administrator for Infrastructure and Administration; Executive Director for Headquarters Operations; Assistant Administrator for Procurement; and Executive Director for the NASA Shared Services Center.

Change 15...December 9, 2007

OFFICE OF INSTITUTIONS AND MANAGEMENT



* In accordance with law, the offices of Diversity and Equal Opportunity and Small Business Programs maintain reporting relationships to the Administrator and Deputy Administrator.

Change 39...November 3, 2008**4.12 Office of the General Counsel**

4.12.1 MISSION. The General Counsel establishes Agency-wide legal policy, provides legal advice, assistance, and Agency-wide functional guidance, ensures the appropriateness of all legal actions and activities Agency-wide, and provides binding formal legal opinions on Agency matters. With respect to legal matters and issues, the General Counsel further ensures consistency of approach, eliminates duplication of functional support activities through collaboration, centralization, and/or consolidation of functions between and within Headquarters, the Centers, and separate NASA entities.

4.12.2 RESPONSIBILITIES. The General Counsel reports to the NASA Deputy Administrator. The General Counsel's duties include:

- a. Providing legal services related to all aspects of NASA activities and rendering final, binding Agency decisions on the legal sufficiency of actions proposed by, arising within, or referred to NASA, including the definitive legal interpretation and consistent application of NASA policies, applicable statutes, regulations, and/or other authorities, while maintaining functional cognizance over all legal services rendered Agency-wide.
- b. Administering the NASA intellectual property law program, including retention of the authority to exercise all powers relating to the right of proprietorship or other legal rights.

- c. Administering the NASA commercial practice law program, including the obligation to provide advice and counsel and ensure appropriate coordination of all legal issues relating to enterprises or initiatives of interest to the Agency of a commercial nature (including, but not limited to, other transaction authority agreements and activity, such as innovative partnership programs, as well as commercialization of space exploration and space transportation matters) and continuation of process improvements and dialogue with NASA commercial providers to ensure the most efficient and effective procurement processes are in place and that mutual resolution of organizational conflicts of interest and other impediments to commercial interaction are reduced to the maximum extent possible.
- d. Administering the NASA Ethics Program, including serving as the Designated Agency Ethics Official, and exercising administrative control over the Agency-wide Ethics Team.
- e. Reviewing the NASA legislative program and NASA-proposed Executive orders for legal compliance, sufficiency, and policy consistency.
- f. Serving as the NASA liaison with the Department of Justice (except contacts premised on the Inspector General Act that fall under the cognizance of the Inspector General and those within the specified purview of the NASA Office of Security and Program Protection).
- g. Serving as the NASA liaison with the Executive Office of the President concerning Executive orders.
- h. Providing input to the Mission Support Implementation Plan (MSIP) that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives. Executes the MSIP in alignment and support of the Agency mission and VSE. Manages the MSO functions by reducing institutional risk to missions.
- i. Providing direct supervisory oversight over the Agency Acquisition Integrity Program, a multidisciplinary group resident in the Office of the General Counsel, but combining the expertise of the Inspector General, Office of Procurement, and other NASA entities involved with contracts, procurement, and assurance of procurement integrity issues. This program ultimately reports to the Deputy Administrator (or other designated non-career senior official), as the Agency's Chief Acquisition Officer and Suspension and Debarment Authority and coordinates educational efforts for procurement personnel, Agency actions to identify and coordinate activity involving procurement integrity issues, and ensures appropriate remedies in the interests of the Agency.
- j. Assigning legal counsel to represent NASA interests in all judicial or administrative proceedings.
- k. Providing legal representation for NASA in all Agency negotiations, including those involving foreign governmental or nongovernmental participation and formal regulatory processes.
- l. Investigating, analyzing, determining, settling, or adjudicating administratively all claims or demands against NASA for personal injury or death and/or damage to or loss of property.
- m. Executing appropriate releases from liability for any demands asserted administratively by or against NASA.
- n. Accepting service of process of all papers in official legal proceedings served upon NASA and executing Certificates of Full Faith and Credit on behalf of NASA.
- o. Reviewing and determining the legal sufficiency of all NASA regulations, directives, and internal instructions and policies prior to their enactment or the enactment of any revision.
- p. In concurrence with Center Directors, approving the assignment, promotion, discipline, and relief of the principal legal official at each Center and assessing their performance. Provides a written evaluation of the principal legal official at each Center, which shall be attached to each individual's annual performance appraisal.
- q. In concurrence with Center Directors, determining the appropriate staffing complement for Center Chief Counsel Offices.
- r. Developing a consistent approach to recruitment, training, and retention of legal professional and support staff to accomplish current and projected future missions, and maintaining an Agency training and development planning process designed to foster and mentor candidates for succession to positions of leadership in the legal community, including oversight and administration of NPR 3400.1, Training and Development for the NASA Legal Staff.
- s. Ensuring the quality and sufficiency of legal advice provided to NASA Agency-wide.
- t. Ensuring consistency of approach, including appropriate collaboration, centralization, and/or elimination of duplicative functions in order to ensure the most efficient and effective provision of legal services to the Agency as a whole.
- u. Developing and maintaining an effective and efficient system of information-sharing to enable Agency-wide access to legal research, opinions, and issue resolutions.
- v. Ensuring concurrence from the affected Mission Directorates and Mission Support Offices prior to the imposition of any requirements or policy upon the Agency that will have a significant monetary or time impact on the resources of Mission Directorates, Centers, or Mission Support Offices.
- w. Overseeing reporting as required by Congress, the Office of Management and Budget, and other external bodies.

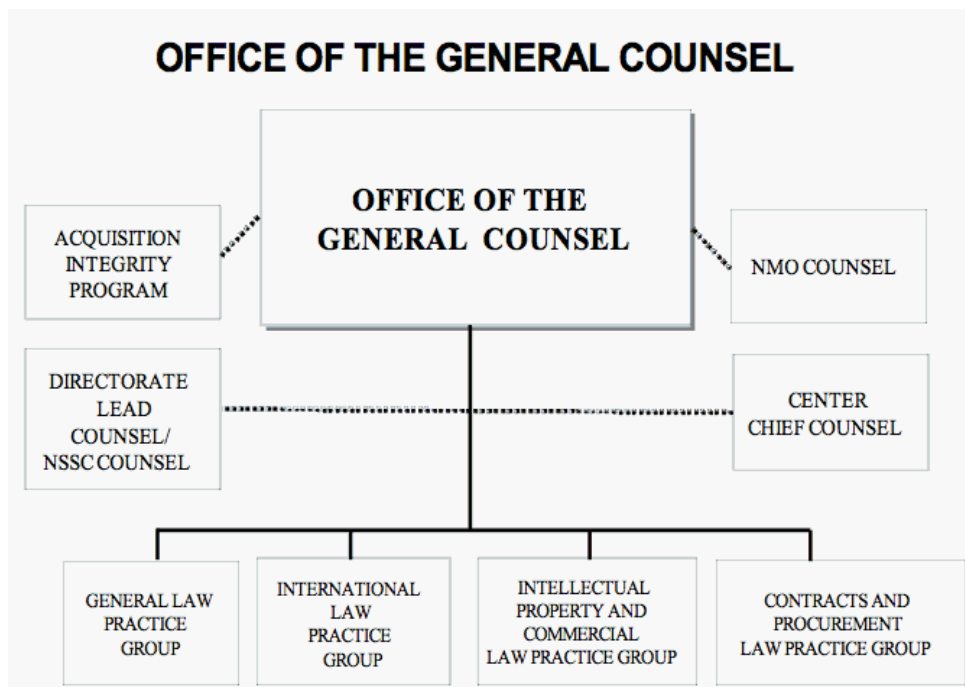
4.12.3 SPECIAL RELATIONSHIPS.

4.12.3.1 Serves as a member of NASA's Strategic Management Council (SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.12.3.2 Directorate Lead Counsel. The General Counsel assigns Directorate Lead Counsel (DLC) -- experienced senior attorneys from both NASA Headquarters and participating Center Chief Counsel Offices -- to career development positions as "embedded" assets for periods of 12-18 months to Mission Directorates, Mission Support Offices, or other NASA entities by specific agreement between the entity and the General Counsel. DLCs are tasked to provide full-time, on-scene legal support at the Associate Administrator level to ensure legal situational awareness on the part of the Associate Administrator and his or her senior staff and to coordinate matters of importance to the Directorate with both Center Chief Counsel Offices and the Office of the General Counsel.

4.12.3.3 Counsel for NASA Activities Other Than Centers. The General Counsel is responsible for legal support to all non-Center NASA activities Agency-wide, including, but not limited to, the NASA Shared Services Center (NSSC) and NASA Management Offices currently existing or developed in the future. The General Counsel will directly assist the Directors of such offices and Centers in staffing and will retain cognizance over professional and support staff personnel assignments to these activities.

4.12.4 LINE OF SUCCESSION. In the following order: Deputy General Counsel (Administration and Management); Deputy General Counsel (Legal Matters); Associate General Counsel (International Law Practice Group); Associate General Counsel (Contracts and Procurement Law Practice Group); Associate General Counsel (General Law Practice Group); and Associate General Counsel (Intellectual Property and Commercial Law Practice Group).



4.13 Chief of Strategic Communications

4.13.1 MISSION. The Chief of Strategic Communications works to promote effective NASA communications by ensuring synergy and strategic focus among the Offices of Communications Planning; Education; Legislative and Intergovernmental Affairs; and Public Affairs. The Assistant Administrators for the Offices of Communications Planning; Education; Legislative and Intergovernmental Affairs; and Public Affairs each reports to the Chief of Strategic Communications. Each office similarly maintains liaison with all other Officials-in-Charge of Headquarters Offices and Center Directors.

4.13.2 RESPONSIBILITIES. The Chief of Strategic Communications reports to the NASA Deputy Administrator and is responsible for:

a. Developing a strategic communications approach for guiding the activities of the Offices of Communications Planning; Education; Legislative and Intergovernmental Affairs; and Public Affairs including:

- (1) Designing and implementing strategies and tactics that support NASA's mission.
- (2) Advising the Administrator, Deputy Administrator, Associate Administrator, and Chief of Staff on long-range and day-to-day activities involving Agency policy and communications activities.
- (3) Providing Agency-wide standards for outreach activities and products.
- (4) Developing the ability/flexibility to give timely strategic guidance.
- (5) Developing Agency-wide internal communications policies and instruments.
- (6) Building and maintaining the NASA brand.
- (7) Developing, in coordination with the Office of the Administrator, communications for matters of policy, budgets, and mission.
- (8) Monitoring program performance, as well as effectiveness and efficiency of programs and processes.

b. Ensuring the quality of strategic communication activities and achieving consistency of approach, where appropriate, across the Agency.

c. Providing input to the Mission Support Implementation Plan (MSIP) that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives. Executing the MSIP in alignment and support of the Agency mission and VSE. Manage the MSO functions by reducing institutional risk to missions.

d. Ensuring that the development of written annual implementation plans for the Offices of Communications Planning; Education; Legislative and Intergovernmental Affairs; and Public Affairs support the strategic communications plan of NASA, are both strategic and operational in nature, and work synergistically and harmoniously across functional support offices, Mission Directorates, and Centers.

e. Holding the Offices of Communications Planning; Education; Legislative and Intergovernmental Affairs; and Public Affairs accountable for their annual performance as well as setting specific strategies applicable to each office's functions in support of the Agency's priorities.

f. Individual mission statements for the functional offices reporting to the Office of the Chief of Strategic Communications can be accessed below.

[4.13.2.1. Office of Communications Planning.](#)

[4.13.2.2. Office of Education.](#)

[4.13.2.3. Office of Legislative and Intergovernmental Affairs.](#)

[4.13.2.4. Office of Public Affairs.](#)

g. Reviewing and approving, prior to imposition, any mandates initiated by the Offices of Communications Planning; Education; Legislative and Intergovernmental Affairs; and Public Affairs that have significant strategic communication impact on Mission Directorates, Centers, or other Functional Support Offices.

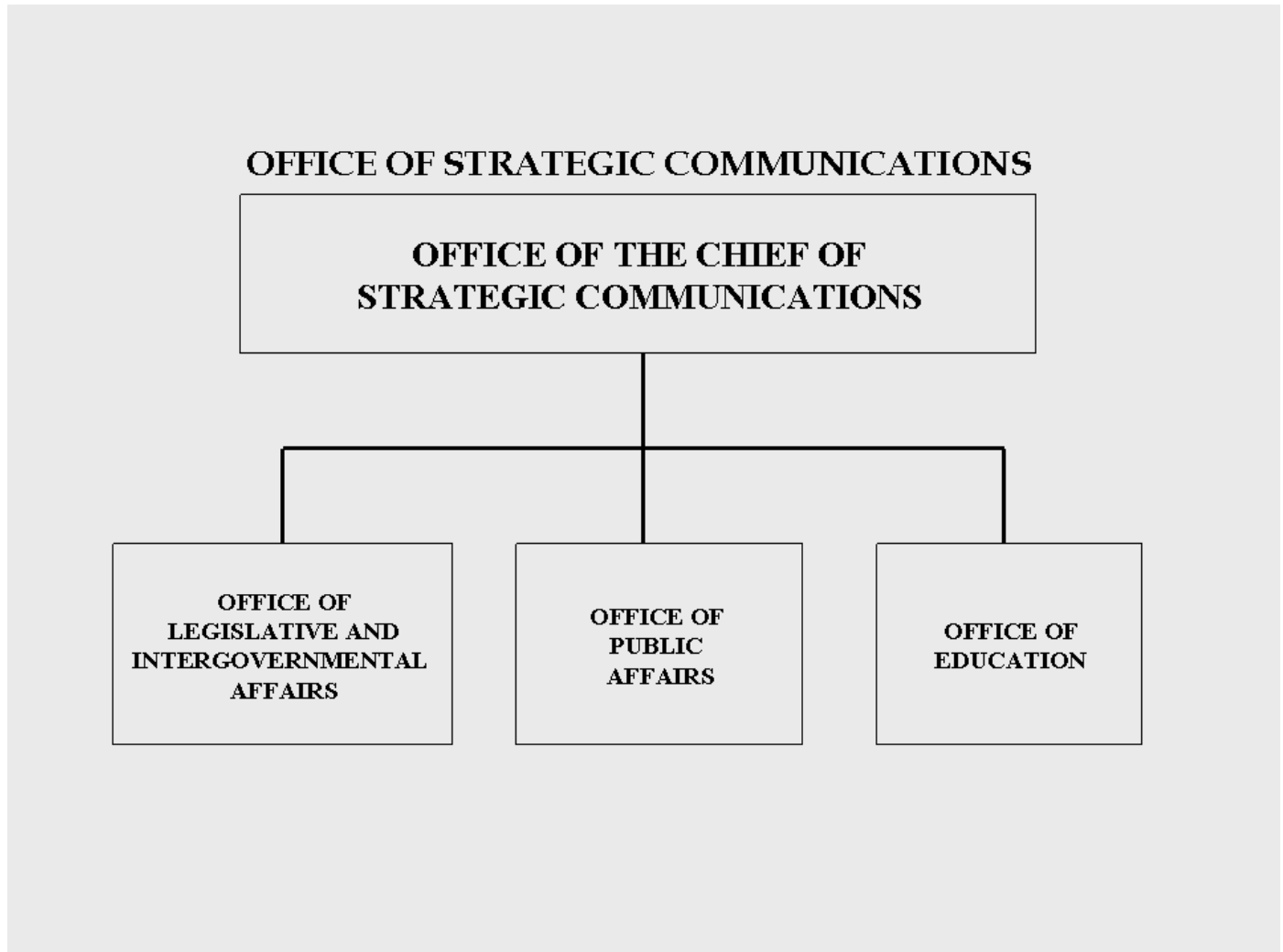
h. Establishing a strategic communications structure that supports all NASA functions and activities.

i. Performing for long-range strategic scheduling and planning activities related to NASA communication.

4.13.3 SPECIAL RELATIONSHIPS. The Chief of Strategic Communications serves as a member of NASA's Strategic Management Council

(SMC), Program Management Council (PMC), and Operations Management Council (OMC).

4.13.4 LINE OF SUCCESSION. In the following order: Assistant Administrator for Communications Planning; Assistant Administrator for Public Affairs; Assistant Administrator for Legislative and Intergovernmental Affairs; and the Assistant Administrator for Education.



Change 38...October 31, 2008

4.14 Office of External Relations

4.14.1 MISSION. This Functional Support Office serves as the coordinator of all NASA international cooperative and reimbursable activities and partnerships; coordinates Agency-level policy interactions with U.S. executive branch departments and agencies; and is the principal Agency liaison with the National Security Council, the Office of Science and Technology Policy, the Department of State, and the Department of Defense.

4.14.2 RESPONSIBILITIES. The Assistant Administrator for External Relations reports to the Deputy Administrator and is responsible for:

- a. Directing NASA's international relations through the development, coordination, and implementation of Agency international policies and the development, coordination, and negotiations of NASA international agreements.
- b. Serving as the principal advisor to the Office of the Administrator and providing consultation to NASA officials on matters involving external/international relations.
- c. Disseminating information on foreign aerospace-related developments of programmatic interest to other NASA offices.
- d. Serving as the coordinator of Agency-level interaction with U.S. executive branch offices and agencies, ensuring that the implementation of Agency programs is consistent with the U.S. Government domestic and foreign policies, and facilitating NASA participation in selected interagency forums.
- e. Serving as the focal point for Agency-wide Export Control Program and J-1 Visitor program and overseeing all NASA foreign travel.
- f. Serving as the Agency focal point for advisory committees and Federal Government-wide commissions and advisory activities.
- g. Managing the NASA History Division.
- h. Ensuring statutory, regulatory, and fiduciary compliance.
- i. Monitoring program performance, as well as effectiveness and efficiency of programs and processes.
- j. Providing liaison to external organizations performing similar functions and who establish Government-wide policies and requirements.
- k. Overseeing reporting as required by Congress, OMB, and other external bodies.

I. Providing input to the Mission Support Implementation Plan that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives. Executing the MSIP in alignment and support of the Agency mission and VSE. Managing the MSO functions by reducing institutional risks to missions.

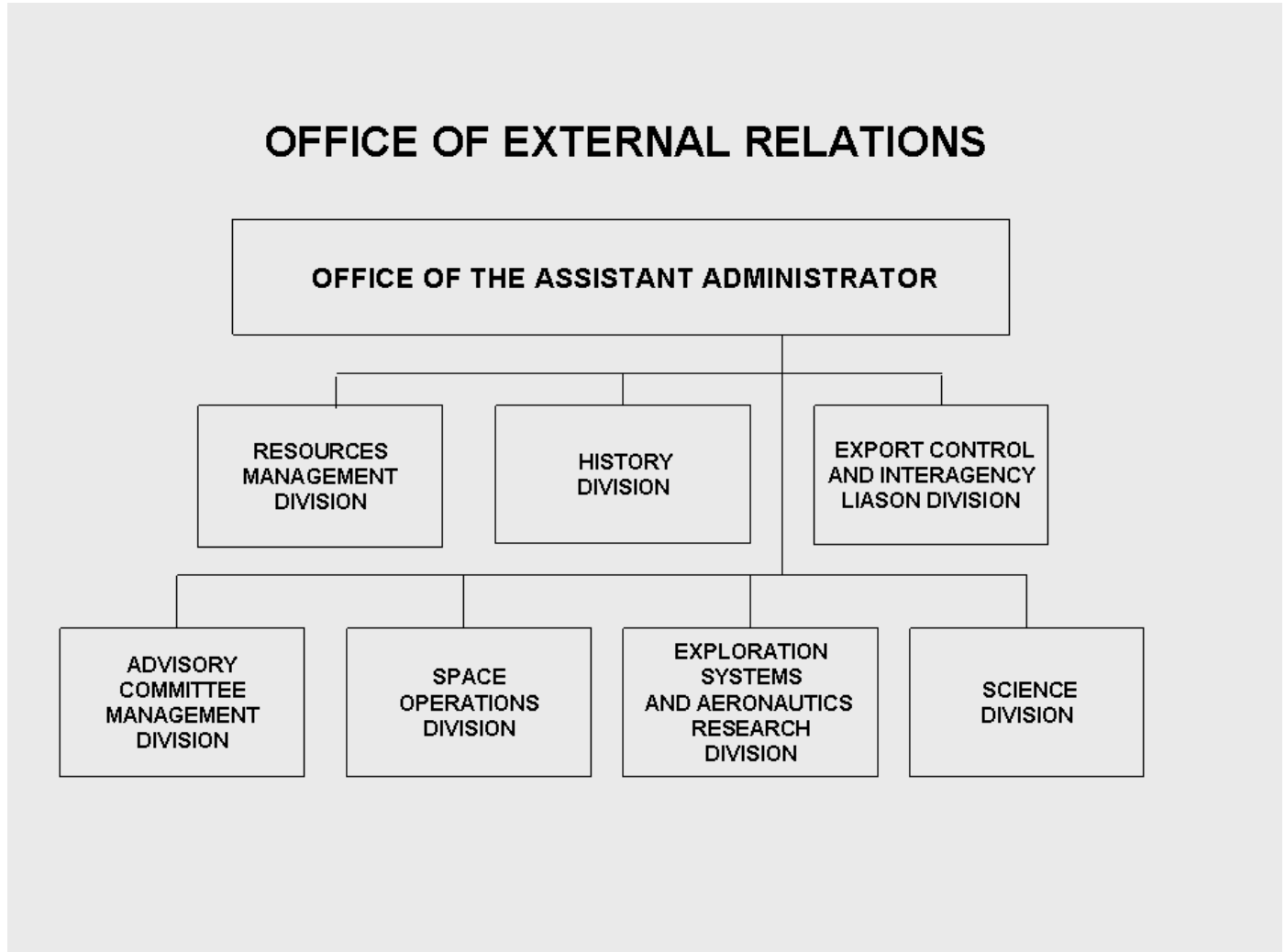
4.14.3 SPECIAL RELATIONSHIPS.

4.14.3.1 Serves as a member of NASA's Strategic Management Council (SMC).

4.14.3.2 The Assistant Administrator for External Relations assigns international program specialists to selected Mission Directorates that are aligned to focus on specific countries. These International Program Specialists work with the assigned Associate Administrators and their staffs, providing international relations support. The International Program Specialists report to the relevant External Relations Division Director and have direct access to the Assistant Administrator and Deputy Assistant Administrator for External Relations.

4.14.4 LINE OF SUCCESSION. In the following order: Deputy Assistant Administrator; Director, Advisory Committee Division; Director, Export Control and Interagency Liaison Division; Director, Science Division; Director, Space Operations Division; and Director, Exploration Systems and Aeronautics Research Division.

Change 23...May 20, 2008



Change 40...November 3, 2008

4.15 Office of the Inspector General

4.15.1 OFFICE MISSION. The Office of the Inspector General was created as an independent and objective unit by Public Law 95-452, the Inspector General Act. The OIG conducts independent and objective audits and investigations and other evaluations of Agency programs and operations; promotes economy, effectiveness, and efficiency within the Agency; prevents and detects crimes, fraud, waste, and abuse; reviews and makes recommendations regarding existing and proposed legislation and regulations; and keeps the NASA Administrator and Congress fully and currently informed of problems in Agency programs and operations.

4.15.2 RESPONSIBILITIES. The Inspector General (IG) is responsible for the following:

- a. Audits and reviews programs and operations to determine whether information is reliable; resources have been safeguarded; funds have been expended in a manner consistent with related laws, regulations, and policies; resources have been managed economically and efficiently; and desired program results have been achieved.
- b. Investigates complaints or information received concerning the possible violation of laws, rules, and regulations, and mismanagement, gross waste of funds, abuse of authority, or substantial and specific dangers to the public health and safety.
- c. Reports expeditiously to the Attorney General whenever there are reasonable grounds to believe there has been a violation of Federal criminal law.
- d. Submits an annual report on the NASA financial statement to the Administrator.

- e. Submits reports, reviews, and evaluations to Congress.
- f. Develops and executes the IG budget and controls and expends funds in a separate appropriation account for the OIG.
- g. Selects, appoints, and employs such officers and employees and secures services as may be necessary for carrying out the functions of the offices, as provided for under the IG Act.
- h. Exercises other powers and responsibilities provided by the IG Act and other legislation.
- i. Serves as a member of the President's Council on Integrity and Efficiency, established under Section 1 of Executive Order 12805, dated May 1, 1992.
- j. Provides semiannual reports to the Administrator and Congress, summarizing the activities of the OIG during the preceding 6-month period.

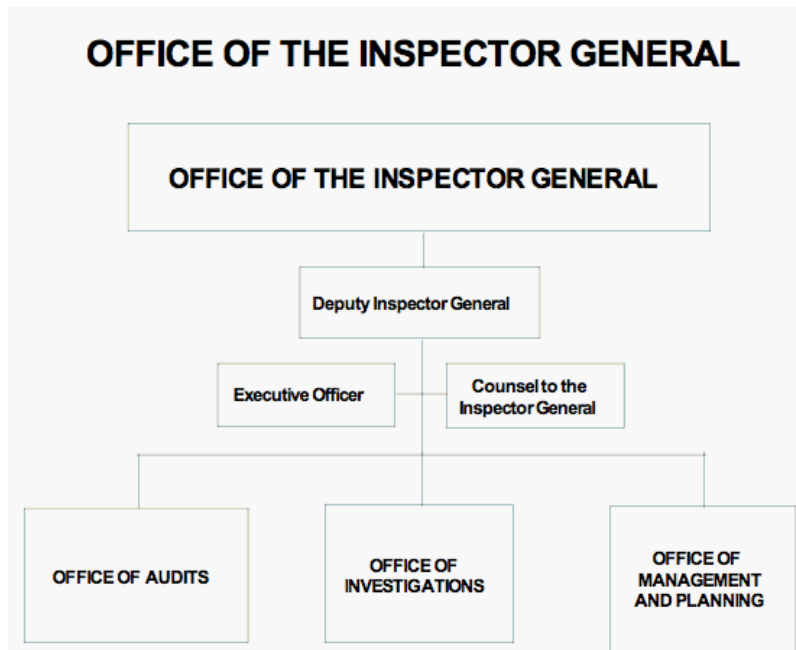
4.15.3. SPECIAL RELATIONSHIPS

4.15.3.1 The IG is appointed by the President, with the advice and consent of the U.S. Senate.

4.15.3.2 The IG reports directly to the Administrator; however, in accordance with the Inspector General Act, as amended, neither the Administrator nor the Deputy Administrator will prevent or prohibit the IG from initiating, carrying out, or completing any audit, investigation, or review, or from issuing any subpoena.

4.15.3.3 The IG has staff who report directly to the OIG at Headquarters. Staffs are located at NASA Centers, Component Facilities, and at the Jet Propulsion Laboratory.

4.15.4 LINE OF SUCCESSION. In the following order: Deputy Inspector General; Counsel to the Inspector General; Assistant Inspector General for Auditing; and Assistant Inspector General for Investigations.



4.16 OFFICE OF THE CHIEF HEALTH AND MEDICAL OFFICER

4.16.1 MISSION. The Office of the Chief Health and Medical Officer (OCHMO) serves as the focal point for policy formulation, oversight, coordination, and management of all NASA health and medical matters in all environments, and medical emergency preparedness and contingency operations and response.

4.16.2 RESPONSIBILITIES. The Chief Health and Medical Officer (CHMO) reports to the NASA Deputy Administrator and is responsible for:

- a. Providing review and oversight of health care delivery, assurance of professional competency, and quality and consistency of health care services Agency-wide.
- b. Formulating health care and medical policies for, and providing oversight of, activities related to crew health and medical operations for exploration in and beyond low-Earth orbit.
- c. Establishing and maintaining medical and human health-related standards and appropriate levels of medical care, for all NASA activities, and developing and implementing processes for approving these standards.
- d. Serving as the Agency Technical Authority for all health and medical requirements and matters.
- e. Working with Mission Directorate Associate Administrators to review all human health-related program plans and requirements for compliance with established medical and health-related standards and practices.
- f. Reviewing and approving medical requirements and research products as ready for operational implementation through the established Transition to Medical Practice process.
- g. Ensuring Agency compliance with all statutory and regulatory requirements regarding the safe and ethical execution of research involving human and animal subjects.
- h. Ensuring Agency compliance with all statutory and regulatory requirements regarding the safe and ethical execution of medical practice.
- i. Supporting the Mission Directorates as appropriate regarding selection of research and development projects relative to research subjects, human health, and medical matters.
- j. Supporting the Space Operations Mission Directorate in all activities pertinent to human space flight mission execution.
- k. Providing input to the Mission Support Implementation Plan (MSIP) that describes the organization's goals, objectives, performance metrics,

budget, and alignment of goals with overall Agency objectives. Executing the MSIP in alignment and support of the Agency mission and VSE. Managing the MSO functions by reducing institutional risks to missions.

l. Ensuring coordination with the Office of External Relations when health and medical and research subject matters have implications for international partners or NASA's international activities.

m. Coordinating NASA health and medical issues, policies, and programs with other NASA organizations, other Government agencies, industry, international participants, and academia.

n. Ensuring that all employees shall be provided healthful workplaces free from exposures to harmful substances or conditions.

o. Serving as the Designated Agency Safety and Health Officer (DASHO) liaison to the Department of Labor.

4.16.3 SPECIAL RELATIONSHIPS

4.16.3.1 The CHMO is the principal advisor to both the Administrator and the Deputy Administrator, on health and medical requirements, matters of astronaut health, research subject protection, and matters to ensure the mental and physical health and well-being of the NASA workforce in all environments.

4.16.3.2 The CHMO serves as the NASA liaison to the Occupational Safety and Health Administration, along with representatives from the Office of Safety and Mission Assurance.

4.16.3.3 The OCHMO serves as primary NASA liaison to the Department of Health and Human Services, the Department of Defense, the Department of Homeland Security, the Department of Transportation, and other Federal departments concerning health and medical matters, and research subject protection as appropriate.

4.16.3.7 The OCHMO maintains a standing committee of the Institute of Medicine to advise NASA on Aerospace Medicine and Medicine of Extreme Environments.

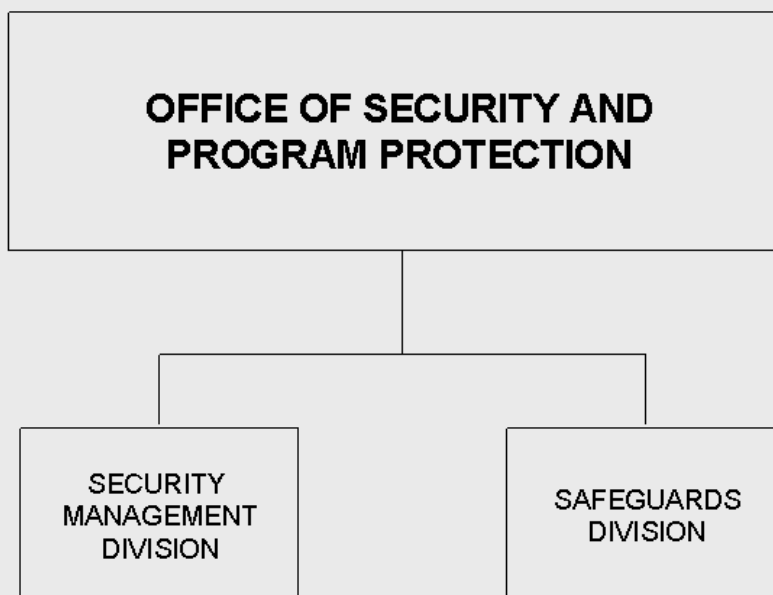
4.16.4 LINE OF SUCCESSION. In the following order: Director, Medicine of Extreme Environments Division and Director, Occupational Health Division.

OFFICE OF THE CHIEF HEALTH AND MEDICAL OFFICER

OFFICE OF THE CHIEF
HEALTH AND MEDICAL OFFICER

4.17 Office of Security and Program Protection

OFFICE OF SECURITY AND PROGRAM PROTECTION



Change 36...October 10, 2008

4.18 Innovative Partnerships Program Office

4.18.1 MISSION. The Innovative Partnerships Program Office (IPPO) provides needed technology and capabilities for NASA's Mission Directorates' programs and projects through investments and partnerships with industry, academia, Government agencies, and National Laboratories. IPPO also facilitates the transfer of technology developed by NASA for commercial application and other benefits to the Nation. As one of NASA's Mission Support Offices, IPPO supports all Mission Directorates and has program offices at each of the Centers. In addition to leveraged technology investments, dual-use technology-related partnerships, and technology solutions for NASA, IPPO enables cost avoidance, and accelerates technology maturation. IPPO also encourages and facilitates the pursuit of appropriate partnerships with the emerging commercial space sector.

IPPO implements its mission through the following program elements: Technology Infusion which includes the Small Business Innovative Research (SBIR)/Small Business Technology Transfer (STTR) Programs and the IPP Seed Fund; Innovation Incubator which includes Centennial Challenges, Innovation Transfusion, and efforts to facilitate the purchase of services from and encourage partnerships with the emerging commercial space sector; and Partnership Development which includes Intellectual Property management and Technology Transfer, and new innovative partnerships.

Together these program elements increase NASA's connection to emerging technologies in external communities, enable targeted positioning of NASA's technology portfolio in selected areas, and secure NASA's intellectual property to provide fair access and to support NASA's strategic goals. Technology transfer through dual-use partnerships and licensing also creates many important socio-economic benefits for the Nation.

4.18.2 RESPONSIBILITIES. The Director for Innovative Partnership Program Office (IPPO) reports to the Associate Administrator and is responsible for:

- a. Establishing policy and providing strategic direction, oversight, budget allocation, and executive management of the various IPP program elements, and implementation of those program elements on an Agency-wide basis.
- b. Implementing NASA's technology transfer activities, consistent with policy and legislation, including 15 USC Sec. 3710 (Utilization of Federal technology) and Executive Order No. 12591 (Facilitating Access to Science and Technology).
- c. Implementing NASA's SBIR Program, consistent with the Small Business Innovation Department Act of 1982 (PL-97-219).
- d. Implementing NASA's STTR Program, consistent with the Small Business Technology Transfer Program Act of 1992 (PL 102-564).
- e. Delivering technology to the Mission Directorates by originating and facilitating partnerships, including non-traditional partnerships, and by targeting IPP investments such as SBIR/STTR and Seed Fund to Mission Directorate technology needs.
- f. Implementing the IPP Investment Seed Fund with NASA's Field Centers to induce partnering with external entities on a cost shared basis for the purposes of developing technological innovations targeted to the Mission Directorates.

- g. Conducting prize competitions through the Centennial Challenges program for the purposes of encouraging innovative solutions by the public to specific technical problems of NASA's Mission Directorates, consistent with legislative prize authority (P.L. 109-155, Section 314).
- h. Ensuring that the Agency meets its statutory and regulatory obligations for Intellectual Property Management (42 USC 2457), which includes management of New Technology Reporting processes (NASA FAR supplement 1827), and conducting relevant assessments and evaluations for the purposes of protecting the USG's rights in its inventions (15 USC 3710), as well as licensing such technology for commercial application, other national benefit, and possible future use by NASA to meet mission needs.
- i. Providing coordination and integration with Inventions and Contributions Board activities so as to strengthen New Technology Reporting compliance through recognition of accomplishments and monetary awards.
- j. Encouraging and facilitating the pursuit of appropriate partnerships with the emerging commercial space sector, consistent with 42 USC 2473 (a)(3-4), through partnering and initiatives such as Facilitated Access to the Space environment for Technology development and Training (FAST).
- k. Providing leadership and management oversight for the IPP offices at each of the ten NASA Field Centers, established in accordance with 15 USC 2710 (b) (Establishment of Research and Technology Applications Offices), and working with all Centers to ensure an integrated program that can best serve the technology needs of NASA's Mission Directorates, and transfer NASA technology to achieve the greatest benefit to the public.
- l. Providing an information technology infrastructure to efficiently collect, compile, monitor, analyze, and report management data (including data on partnerships and licenses) to support decision-making.
- m. Facilitating exchange and cross training among Center and HQ personnel, as well as other Government Agency and private sector personnel as appropriate, to create a robust environment for innovative technologies and processes that will benefit NASA's missions.

4.18.3 SPECIAL RELATIONSHIPS

- a. Management of the SBIR and STTR Program Elements requires maintaining strong relationships with the Small Business Administration (SBA), which oversees the implementation of SBIR and STTR programs by eleven implementing Federal agencies; the SBA reviews the agencies' operations and results, and reports to Congress annually.
- b. IPPO reports on NASA's technology transfer activities annually to the Department of Commerce, who in turn compiles NASA's information with that of other Federal agencies and reports to Congress in accordance with the Federal Technology Transfer Act 1986.
- c. IPPO proactively engages the Mission Directorates and their programs and projects at the Centers for the purposes of maintaining knowledge of NASA's technology needs and infusing technologies developed through the IPP portfolio to meet those needs.
- d. IPPO has an office at each Center, and works with all Centers to establish an integrated program that can best serve the technology needs of NASA's Mission Directorates, and transfer NASA technology to achieve the greatest benefit to the public.

4.18.4 LINE OF SUCCESSION. In the following order: Director, Deputy Director, Technology Infusion Program Executive, Innovation Incubator Program Executive, and Chief Technologist.

Change 16...January 17, 2008

INNOVATIVE PARTNERSHIP PROGRAM OFFICE

INNOVATIVE PARTNERSHIP PROGRAM OFFICE

4.19 Office Of Program And Institutional Integration

4.19.1 MISSION. On behalf of the NASA Deputy Administrator and the Associate Administrator, the Office of Program and Institutional Integration (OPII) integrates decision-making processes and identifies and resolves issues that cross programmatic and/or institutional lines; advocates for Centers at Headquarters, while working for the best interest of the Agency; and, provides independent, "non-partisan" leadership and decision making for selected cross-cutting initiatives.

4.19.2 RESPONSIBILITIES. The Director, Program and Institutional Integration, reports to the Deputy Administrator and the Associate Administrator and is responsible for the following:

- a. Providing contract management and programmatic and institutional implementation oversight at the Jet Propulsion Laboratory, California Institute of Technology, and at the Applied Physics Laboratory, Johns Hopkins University.
- b. Managing the International Deep Space Network contracts with the governments of Spain and Australia, as well as a number of interagency acquisitions and other procurements.
- c. Serving as the focal point for Centers and Headquarters on matters relating to integration activities and initiatives.
- d. Balancing the competing requirements and priorities of Mission Directorates, Mission Support Offices, and Centers involving healthy programs, healthy Centers, core competencies, and external mandates.
- e. Providing analytical decision support to the Deputy Administrator and the Associate Administrator in their roles as Control Account Managers for the Corporate General and Administrative (G&A), Institutional Investments, and Center Management and Operations (CMO) budgets.
- f. Managing the Corporate G&A, Institutional Investments, and CMO budgets as delegated by the Principals.
- g. Conducting studies, as needed, concerning programmatic and institutional crosscutting issues.
- h. Conducting high-level reviews and analysis of projected and actual performance of Centers' support activities, in coordination with the cognizant

Mission Support Offices.

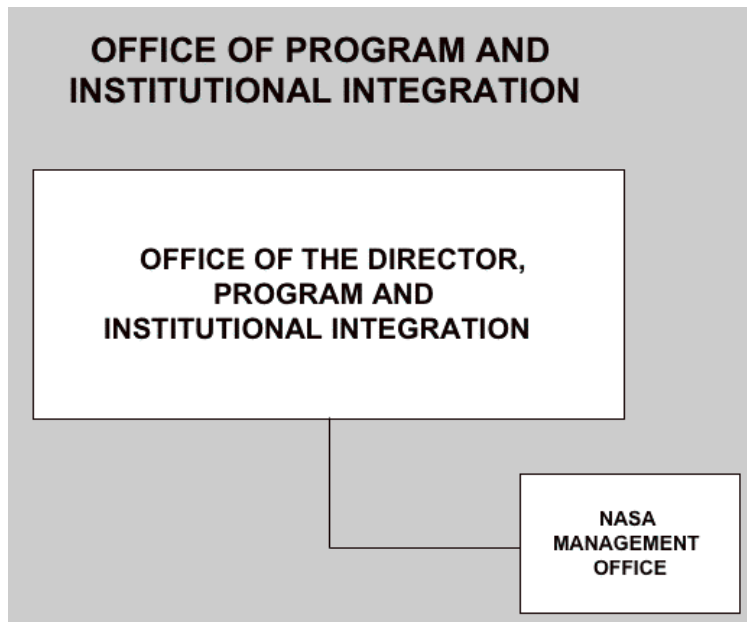
- i. Providing input to the Mission Support Plan (MSP) that describes the organization's goals, objectives, performance metrics, budget, and alignment of goals with overall Agency objectives.
- j. Executing the MSP in alignment with and support of the Agency's mission and Vision for Space Exploration.
- k. Providing oversight of reimbursable contract activities at the Centers.
- l. Providing oversight of the Sponsored Research and Education Support Services contract and support to the NASA customers of the contract for peer review, education, and meeting activities for the Agency.
- m. Serving as the Decision Authority and Chair of the Program Management Council (PMC) for the Integrated Enterprise Management Program.
- n. Serving as Chair of the Senior Assessment Team, which coordinates the development of NASA's Integrated Internal Control Plan, determines appropriate assessable units for review and analysis, identifies internal control deficiencies within the Agency's management systems, and recommends appropriate action in the overall best interests of the Agency.

4.19.3 SPECIAL RELATIONSHIPS.

4.19.3.1 The Director, Program and Institutional Integration, serves as a member of NASA's Program Management Council.

4.19.3.2 The Office of the Chief Financial Officer provides the Office of Program and Institutional Integration with resource management support for the execution of the Corporate G&A and CMO budgets.

4.19.4 LINE OF SUCCESSION. Deputy Director, Program and Institutional Integration.

Change 16...January 17, 2008**Change 16...January 17, 2008**

| [TOC](#) | [ChangeLog](#) | [Preface](#) | [Chapter1](#) | [Chapter2](#) | [Chapter3](#) | [Chapter4](#) | [Chapter5](#) | [Chapter6](#) | [Chapter7](#) | [ALL](#) |

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